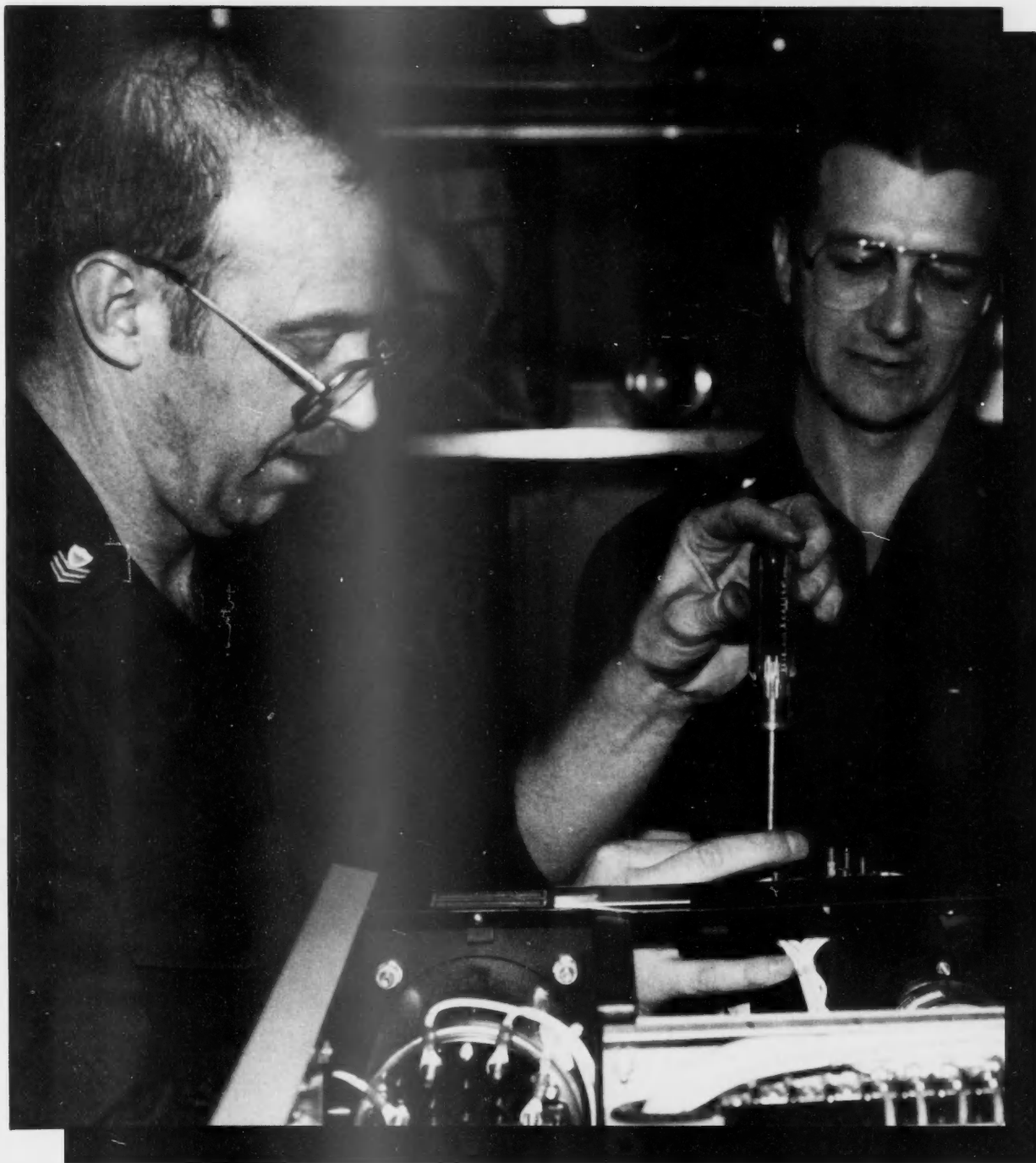


River Currents

Second Coast Guard District

Vol. 13, No. 1 March 1992



River Currents

Second Coast Guard District

DISTRICT COMMANDER

RADM Norman T. Saunders

CHIEF OF STAFF

CAPT James L. Walker

PUBLIC AFFAIRS OFFICER

LT Christopher P. Otto

ASST PAO

PAC Larry Lawrence

EDITOR/LAYOUT & DESIGN

PA3 Rob M. Raskiewicz

ASSISTANT EDITOR

PA3 Frank A. Dunn

STAFF

PA2 Robin Ressler

PA3 W. Scott Epperson

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Story and photo submissions to RIVER CURRENTS must be received by the fifteenth of the month prior to publication. Story submissions should be legible and will be edited for length and readability for a broad audience. Photo submissions will not be returned unless specifically requested. Polaroid photos are generally not acceptable. Photo submissions should be standard or larger prints from 35mm film, either black and white or color. Action photos of Second District Coast Guard people doing their jobs are most likely to be published. Please identify the name of the author and/or photographer for proper credit.

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Front Cover Photo...

EM1 (now Chief) John Nimons and EM1 Jeff Yeater demonstrate some of the electronic preventive maintenance services they conduct during their bi-annual visits to each Second District river tender. (Photo by PA3 Frank A. Dunn)

Ideas can pay off in the Coast Guard



LCDR Jane Hartley receives a commemorative watch and \$250 for making a good idea a reality. (photo by PA3 Rob Raskiewicz)

Idea Express is still enriching individuals as well as the Coast Guard.

LCDR Craig Bone of MSO Paducah was recently awarded \$5,000 for his suggestion on replacing the fingerprinting process of merchant marine licensing applications with direct FBI computer checks. His idea is estimated to save the Coast Guard more than \$250,000 in just the first year of implementation.

LCDR Jane Hartley, Second District (m) division was awarded \$250 for her suggestion for tracking personnel with District Response Advisory Team experience.

Ensign Roy Vandermolen of Reserve Unit Nashville was awarded \$100 for finding a new way to streamline reserve unit paperwork.

All Coast Guard military and civilian personnel may participate in the program. Since October of 1989, Idea Express has processed over 4,600 ideas, approved 636 and saved \$10,700,000. Procedures for submission of ideas are in the Idea Express Manual, COMDTINST M5305.4C and CCGD2INST 5305.2 of May 31, 1990.

At this time, approximately 50 ideas from personnel in the Second District are being evaluated, but there's always room for more.

Second District Office Tasked To Centralize PCS Claims For Coast Guard

Story and photo by PA3 Frank A. Dunn

A career in the Coast Guard can be a "moving" experience. No, really! The Second Coast Guard District's Housing, Transportation and Travel office maintains statistics on more than 3,000 families that have either been assigned to, or transferred from the district in the past three years, and that's only one district.

Unfortunately, during some of the moves, items are lost or damaged.

A new centralized office has been opened to handle these claims.

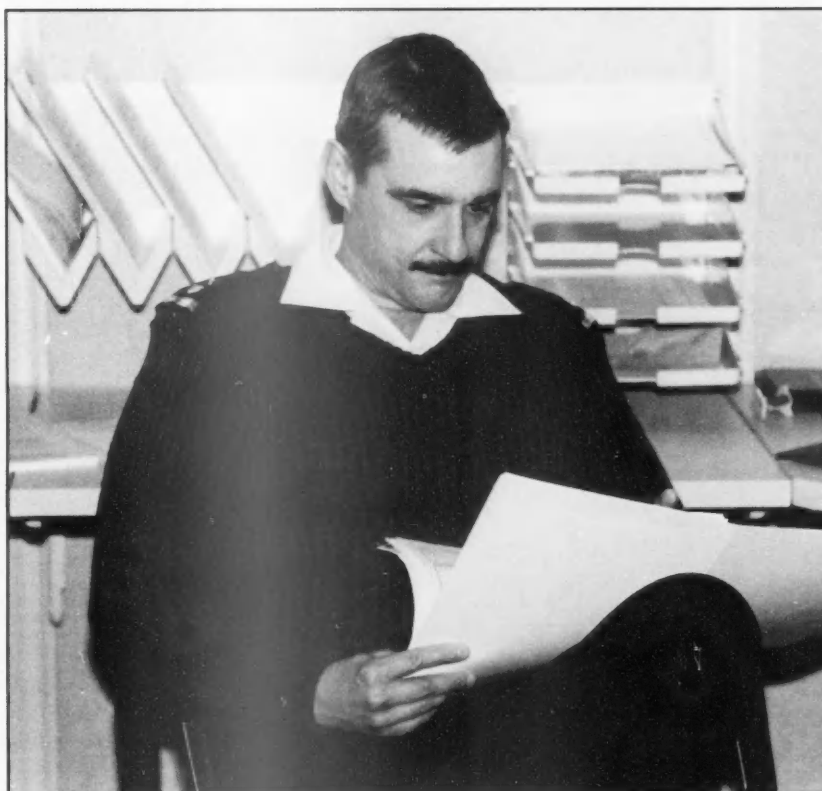
The relocation of all permanent change of station claims activities to the Second District Legal Office was approved by the Commandant Aug. 9, 1991. This immediately affected all PCS-related claims from the Second, Eighth and Ninth Coast Guard Districts.

"The relocation of the claims office was developed in an effort to handle the PCS claims more efficiently," said LCDR Arn Denny, a law specialist in the Second District legal office.

The relocation is being completed in phases. This was to allow the new office to grow, in personnel and knowledge with the workload, according to Denny.

"We couldn't have taken the whole load of claims at once," he said.

On Jan. 1, all completed PCS-related claims from within the Atlantic area were to be forwarded to the Second District legal office, thus completing that part of the relocation plan. This



CWO 2 John DeLaurier reviews one of the many PCS claim the new claims office is processing. The new office will soon take on all of the Coast Guard's PCS-related claims (photo by PA3 Frank A. Dunn)

included all units sending PCS-related claims to the Atlantic Area Maintenance and Logistics Command.

"At the moment we are just doing the household goods claims and the POV's incident to PCS orders," Denny said.

The units geographically located in the Thirteenth and Seventeenth Districts should have forwarded their PCS claims to the claims office in the Second District March 1. This is the first part of the second phase of the relocation plan.

April 1 is the date set for the units of the Eleventh and Fourteenth Districts to begin forwarding PCS-related claims to the new claims office,

thus completing the second phase of the relocation.

According to Denny, the relocation of the claims office to the Second District will not put the servicemember out of touch with his claim.

"As long as they have access to a phone there will not be a problem," Denny said.

The new claims office has incorporated work flow ideas from Atlantic Area Maintenance and Logistic Command and the computer program from Pacific Area Maintenance and Logistic Command, Denny said.

By taking the best of both worlds from the former PCS-related claims offices and adding their own experience with these claims, the new office is on the road to efficiently handling the claims and discovering better ways of processing them.

An Interview with RADM District Commander Speaks On Timely

by PAC Larry Lawrence



Rear Admiral Norman T. Saunders assumed command of the Second Coast Guard District on Sept. 11, 1991. In the last six months, he has visited many units in our 22-state district. We recently spoke with the District Commander, and here are his comments.

RC: *Most of us have never served with you before, Sir. Could you share a few of your career highlights?*

RADM SAUNDERS: I think what's most relevant is what I've been doing in the last ten years. During those years, I was principally involved in the high visibility business of counter narcotics law enforcement in the southeast U.S. I spent two years as Commanding Officer of the Coast Guard Cutter *DEPENDABLE*. From there, I attended the National War College, and graduated in 1985. I then went back to Florida for a three-year tour in Key West. After that I spent three years at the Seventh District Office as Chief of the Law Enforcement Branch, and then Chief of the Operations Division. I was then reassigned to Coast Guard Headquarters where I spent a seven-week tour as Deputy Chief of Staff. I was selected for Flag and

reassigned here to the Second District.

RC: *What is your initial impression of the Second District and its people?*

RADM SAUNDERS: When I found I was coming here, many people told me that the Second District is different, unique. We are different here because of the geography. We take care of the rivers -- no one else does that. We are different from the First District, but the First is different from the Seventh, which is different from the Thirteenth by the same sort of geography. We have interests in navigation, commercial vessel safety, and marine environmental protection. I have found from those units I have visited, that the people look very good, and the reports of the MLC compliance inspections indicate that our people are doing things the way that our rules require. They are doing their jobs well and they are responsive to the needs of our customers. My initial impressions of the Second Coast Guard District are very good.

RC: *What are your views on the Reserve and Auxiliary?*

RADM SAUNDERS: Our Reservists are just like those in other districts. They do a wonderful job for us. In this day of trying to collect the peace dividend, one of the things I fear may be lost to us is the Reserve. We need our reservists in more of an augmentation role, and to help us respond to natural disasters in this district, such as flooding and earthquakes. We need to be prepared for these and other kinds of domestic emergencies.

We have about four thousand Auxiliarists in the district. They are the ones who do our search and rescue in about 80% of our responses. If we didn't have them, in many cases, there would not be a Coast Guard unit on scene. They're a strong operation and they do a wonderful job in public education and with their Courtesy Marine Examination program. I've found them to be very,

very enthusiastic people. They really do a great job for us.

RC: *How do you see the Commandant's themes of people, balance and excellence applied to the Second District.*

RADM SAUNDERS: Well, let me give you an example. When I first got here, someone suggested that because I came from the Seventh District, and had a law enforcement background, that we were going to strap on 9mm pistols, second chance vests, and Stearns jackets, and board everything on the rivers. I don't believe that means balance -- not at all.

I don't think that balance in the Second District means any significant difference in what we're currently doing.

In prior years, much of our argument on Capitol Hill to justify resources was based on counter narcotics and military readiness, often to the detriment of our silent missions -- search and rescue, aids to navigation, commercial vessel safety...the ones we do every day. Admiral Kime has already turned this around, and has begun to get support for these and other areas. That's a facet of balance you won't see everyday, but it's critical to the long-term health of our service.

Because of the direction we were going in those prior years, we also had many things that we depended on removed from us. I'm talking about things like Career Information Specialists, Health Benefits Advisors, a Corpsman on the district staff, Family Programs Administrator. These things were centralized, and we lost some of our human support that was critical to make sure that we were happy in the job. For a long time we've run a housing program with an inadequate number of people in the field. Here's a very good example in this district. The only full-time housing officer we have is Mr. Neal Hughes. He's a very busy guy. Those people who try to call him know that.

We've been trying to strengthen these ser-

Norman T. Saunders

Issues

vices for our internal Coast Guard customers. Admiral Kime intends to change this. We've seen some of it already. We've restored our Career Information Specialists, we have a Family Program Administrator and there are additional contract personnel at our MLC. This will allow us to "beef up" our medical contracting to give us better quality assurance in our contract medical care.

In other areas of the Coast Guard there have been people added to properly oversee our Coast Guard housing program. Admiral Kime established a 12-member Coast Guard work-life study group to address those concerns of our members and their families -- relocation, housing, dependent care, child care, health care, drug/alcohol treatment and counseling -- personal and family.

Some significant resources will be required to implement these recommendations, but ADM Kime has pledged to do that, so when you leave the house in the morning, your worries about housing, health and dependent care for your family will be taken care of so you can go to work and do a better job.

On excellence, we as a nation have got to be doing the very best we can, or, with the world situation changing as it is, we will not be able to compete. We need to look at standards of quality and excellence that we haven't looked at in the last 40 years.

What does that mean to us in the Coast Guard? We serve the marine industry -- here on the rivers, and on the coasts. Products destined for the world market are going to be moving on the barges of the marine industry we deal with. We have to look to that part of our customer base and meet their needs; to keep that commerce flowing efficiently, effectively, economically and safely.

How are we going to do this with an ever-leveling budget? Total Quality Management. TQM is not magic, it's not smoke and mirrors. It is largely common sense, doing things practically. There are some additional tools to be learned as part of the process -- things that help you make deci-

sions, and analyze things before you take action. Then, the critical part is making sure after you take action, you have done what you set out to do. Did your action fix the problem or make things better? TQM is a process of constant improvement. An important part of this is changing the way we treat and look at our workforce so everyone who is a member of our team has the ability to contribute their good ideas.

Sometimes in a military hierarchy this is difficult, but we have to foster an atmosphere where everyone can do this without being ridiculed. If it is a good idea, we have to do it. We have to change our mindset in this process. Admiral Woolover out at MLC PAC calls it "slaying sacred cows". We need to cast off our blinders and open our eyes and minds to new ideas. If our course of action is legal, moral and ethical, we need to take risks. If we make a mistake, we pick ourselves up and start over. We need to do the right things for the right reasons. That's what TQM is all about.

RC: *What are your major people concerns?*

There are some issues that I think we need to lay on the table every opportunity we have to talk -- whether it's over a cup of coffee, down in the mess deck, at all hands meetings or even at division meetings. These are leadership issues which I have talked about on numerous occasions, sexual harassment, improper personal relationships and diversity. The only one that's not a problem is diversity.

The reason we talk about diversity is we have a society which is changing demographically. Our make-up is changing such that the pool of people from which we hire in the year 2000 will be 80% non-white males. We are a white male organization now, and there is no way to argue that.

We are trying, and making some progress, but we're still not where we should be on this issue. One thing we (white males) need to do

is quit trying to integrate non-whites and women by "bringing them into the locker room," trying to make them white males. That simply does not work. We have to be able to begin to look at different points of view. Our workforce is and will become more diversified and we need to take appropriate actions to accommodate this trend.

We continue to have incidents throughout the Coast Guard of sexual harassment and improper personal relationships. They are normally heterosexual, boy-girl type things. Well, we're going to have more women, and more opportunities for heterosexual cases of sexual harassment. We cannot have that -- it's absolutely prejudicial to good order and discipline in the service, but more than that, it violates the rights of one of the individuals.

When you try to impose your will on another, whether it has to do with sex or whatever, you're getting in the way of their rights. That's not treating them with dignity and respect. That's not fostering the kind of organization where people can feel comfortable and feel free to speak up, be part of the team or be equal. By talking about this and keeping aware of it, we can avoid some of the problems.

We have to treat everyone with the same dignity and respect that we'd like to receive from others. I think that the failure to do this is the principal thing that leads to problems between people whether it is a racial problem, sexual harassment, or whatever. If you treat other people as you would like to be treated, this is going to be a far better place in which to work.

We need to work on our own professionalism. We need to, as individuals, know our jobs. We owe it to our people, and we owe it to the people outside the organization who expect us to be professionals.

RC: *The Coast Guard has received substantial budget increases over the past several years and fared well in the President's budget request for '93. Do we have to be concerned about looking for savings in our*
Continued on page 4.

Saunders

Continued from page 3.

unit budgets? What are some of the savings initiatives?

RADM SAUNDERS: In the last couple of fiscal years we started out with a deficit in our operating expense budget. We've done the same thing this year. That deficit wasn't caused by anyone in particular. It was caused by some unfunded things like pay raises.

A significant part of the deficit could have been offset by money that would have been available if we had not had about 100 million dollars in excess spare parts at a large supply center in the Coast Guard. It wasn't done maliciously -- they were trying to do the right thing. However, if this excess inventory was converted to cash, this shortage at the beginning of the last couple of fiscal years would have been eliminated.

In the Second District, we don't have 100 million dollars of extra parts anywhere, but we do have a significant inventory of things like buoys, cables and sinkers. We do have some wild swings in our inventory. If we have flooding somewhere in the district or a very bad ice season, we have a reason to have a large number of spares around, but we have to guard against hoarding. We are looking at applying inventory modeling to

our aids to navigation spares to make sure we don't have too many in our inventory.

We're also looking closely at the number of 17-foot boats and trying to reduce those numbers.

We are currently in the process of putting together an AFC-30 spending plan and sending it to headquarters for analysis. All districts are being required to do this.

In these economic times, we can't expect to have a budget that grows each year. The best we can hope for is a level budget.

RC: *Boating While Intoxicated and the Recreational Vessel Fees are CG initiatives that may apply to this district. There is also the possibility of drug smuggling on the rivers. Will we be changing MLE policy in the Second District?*

RADM SAUNDERS: Well, as I said before, we're not going to immediately strap on guns and vests and go out to board everything on the river. There is, however, a clear need for us to do something in the enforcement of the Recreational Vessel Fees, and Boating While Intoxicated laws. There's also a need to do some general boating safety type boardings, and educate the public about dangers on the river, such as running in front of barges and tows. There is a Quality Action Team working on that right now. I expect that they will provide a recommenda-

tion on enforcement by April 1.

Narcotics law enforcement is another interesting question, however. I don't think that we here in the Second District will be involved in an effort specifically targeting this smuggling for a couple of reasons.

First, we are inside the geographical boundaries of the United States. U.S. Customs, the FBI, the DEA, and local police departments have the principal responsibility in this area. Also, the Organized Drug Enforcement Task Force is here in St. Louis, under the U.S. Attorney. If in the course of their work, they ask us for cooperation, we'll assist. But, unless the Quality Action Team suggests otherwise, I don't anticipate counter narcotics boarding efforts for the Second District.

RC: *Admiral, is there anything else you would like to say to our readers?*

RADM SAUNDERS: Well, I'd like to say that there are many changes with Total Quality Management, and no one should worry. There is no threat to anyone's job. We're not going to lose any resources because we achieve some efficiencies. I look at it as a way we can do our jobs better, and work a bit smarter instead of harder.

I encourage everyone, as we do our jobs on a day-to-day basis, to have fun, to smile and enjoy. **If we're not having fun, I believe we've got to be doing something wrong.**

Officer's Wives' Club Holds Auction

The St. Louis Officer's Wives' Club hosted a Christmas auction to benefit the Shelter for Battered Women on Dec. 14 at Base St. Louis.

About \$500 was raised by selling off previously used items donated by participants and local businesses.

CAPT Ronald Hindman,

Second District Readiness and Reserve Division Chief, was the master of ceremonies. He was assisted by CWO2 George Strange of the Reserve Branch.

The Wives' Club board is led by Mary Strange and includes Nancy Grawe, Amanda Acker, Joanne Phillips, Janet Anderson and Sara Smith.



CWO2 George Strange "drums up" another bid during the Officer's Wives' Club Christmas auction while CAPT Hindman observes.

SUMAC: Ready For Today's Mission

by PA3 W. Scott Epperson

Which cutter is the largest in the Second District? Which cutter in the district has the only female crewmembers assigned to it?

Since its commissioning in 1944, the 115-foot CGC Sumac has served on almost every river in the Western River System.

Commanded by Master Chief Boatswains Mate Bertram Morris, the Sumac is now responsible for the area of the Mississippi between Cairo Ill. and Lock-and-Dam Number 27 near St. Louis, as well as 28 navigable miles of the Kaskaskia River in Illinois. The Sumac is homeported in St. Louis.

With 97 shore aids and 500 buoys, depending on the water levels, the work done by the Sumac is comparable to the tenders on the Lower Mississippi River.

"Our stretch of the river is open water, not pooled like the water to the north of us," Morris said.

With its 136-foot work barge attached (it is rare that they are separate), the Sumac is not only the largest Second District cutter, but up until the 140-foot icebreaking tugs were assigned ATON barges, it was the largest "buoy tender" in the Coast Guard, Morris said.

Aside from aids to navigation, Morris said that the cutter is always ready for pollution response, search and rescue and public relations work. The Sumac represents the Coast Guard at the VP Fair in St. Louis every year.

Last year the Sumac became the first Second District Cutter to have women as part of the regular crew.

According to Morris, besides the distinction of being the only D2 cutter with females on board, no real changes were made with the addition of the two petty officers and two non-rates.

"We already had the facilities on board to accommodate them," Morris said. He then added that they were just a part of the crew and are all getting along pretty well.

So what's it like aboard the Sumac?



SA Shelley Bennet sands the forward railing on the Sumac's work barge during a recent "Charlie" period. (photo by PA3 W. Scott Epperson)

"It's a hard working boat. It's like a big family," Seaman Apprentice Dawn Hough said.

"It's a hard working boat," Seaman Apprentice Dawn Hough said. "But it's family-like . . . a big family."

Leading Seaman John Salvaggio said, "It's a lot of work, but everyone pitches in."

"If someone isn't here, someone steps in and takes his or her place — everybody does just about everything," he said.

Most crewmembers will agree that the

work is hard but they have fun at it. The dedication they show is evident in their work.

"She's an old boat," Machinist's Mate First Class Allen Albert said, taking a break from the "top end" he was doing on one of the cutters three main engines. "She takes a lot of time."

Assisting Albert, Machinist's Mate Second class Jim Slaymaker, thinks it's a pretty good boat, "I like the job, I like what I do," he said.

From the Master Chief to the newest Seaman Apprentice, it's a dedicated crew. It shows in their work and in their attitudes.

CG's First Chief Journalist

Story and photos by PA3 W. Scott Epperson

This past February, the nation celebrated the history of African Americans and their contributions to this country. It also mourned the death of a great historian, author and Coast Guardsman.

On Feb. 9, retired Coast Guard Chief Journalist Alex Haley died of a heart attack in a Seattle hospital, leaving behind a legacy of writings and history.

The work he did inspired people, both black and white, to explore their pasts and find their family histories.

Haley's funeral was held Feb. 15 at the Greenwood Christian Methodist Episcopal Church in Memphis, Tenn. Hundreds of mourners, family and friends converged on the church for the three-hour vigil which highlighted Haley's accomplishments and his dedication to his work.

Attallah Shabazz, daughter of slain civil rights leader Malcolm X, gave one of the more moving tributes to the man she called "Padrino," the Spanish word for godfather.

She described him as a man looking forward to dreams and asked him to say



Coast Guard Ceremonial Honor Guard pall bearers carried Haley's casket into the church in Memphis, Tenn.



The widow Mryan Haley, holding the American Flag that was draped over her husband's casket, is comforted by Cloria Allred.

"hello" to her father.

Haley's body was escorted from Seattle to Memphis by Senior Chief Yeoman Abraham Hinson, of the Thirteenth District.

"When I was asked to escort Chief Haley's body, I said yes without hesitation," Hinson said.

"I didn't know what to expect" Hinson said, noting that he had no idea who else in the Coast Guard was attending.

The Coast Guard was represented by more than just Hinson though. RADM Norman T. Saunders, Commander of the Second Coast Guard District; accompanied by CDR Michael Slack, Commanding Officer of MSO Memphis; LCDR David Gomez,

Commander, Group Lower Mississippi River and Public Affairs Chief Larry Lawrence, Second District, attended both the funeral and the burial.

The Coast Guard Honor Guard, from Alexandria, VA., "stood watch" over Haley's African mahogany casket throughout the funeral and later served as pall bearers for the burial in Henning, Tenn., Haley's boyhood home.

One hundred fifty cars made the procession from Memphis to Henning, where Haley was laid to rest in the front yard of the house where he grew up, which is now a State Museum.

On the grounds, the Honor Guard fired a 21-gun salute and a

Remembered



bugler from the Coast Guard Band played Taps, showing tribute to the 20 years of service Haley gave to his country in the Coast Guard, both as a steward and as the first Coast Guard journalist.

Haley credited his experiences in the Coast Guard as having a significant influence on his decision to become a writer as well as his ability to write.

"He was a journalist who

had good things to say about the Coast Guard," said Retired Coast Guard Chief Supply Clerk Lester Reid. "He was a great motivator."

Reid said he had served with Haley in 1956-57 at the Third Coast Guard District, noting that Haley was a joy to work with.

During the ceremony, Myran Haley tearfully received the American Flag that draped Haley's coffin. It was presented to her by Senior Chief Hinson.

As the body of Haley was slowly lowered into the ground, a flute could be heard in the background playing the theme to *Roots*.



Members of the Ceremonial Honor Guard move Haley's casket to its final resting place while hundreds of mourners look on.

RADM Norman T. Saunders chats with an old ship mate of Alex Haley, retired Coast Guard Supply Clerk Lester Reid, outside the New Hope Christian Episcopal Methodist Church in Henning, Tenn.

Last Lamplighter Retires After 40 Years Of Service

by CWO4 Richard Cooke

In the fall of 1950, Dan Creamer, a young man from Durant, Okla., helped his father build eight 40-foot tall aluminum skeleton towers. Later, 200mm lanterns were installed atop these towers — establishing Federal Aids to Navigation (ATON) on Lake Texoma.

If Dan would have been told he would be involved with these lights some 40 years later, I'm sure he would not have believed it.

Lake Texoma is a 5,000,000-plus acre lake that straddles the Texas/Oklahoma border north of Dallas. After World War II, the Eighth District saw the need for putting in navigational aids that was created by the impoundment of the Red and Washita Rivers. Dan's father, Harley, operated a machine and metal fabrication shop in the area and was awarded the contract to build the towers.

Harley Creamer was later hired by the Coast Guard as a lamplighter to service these

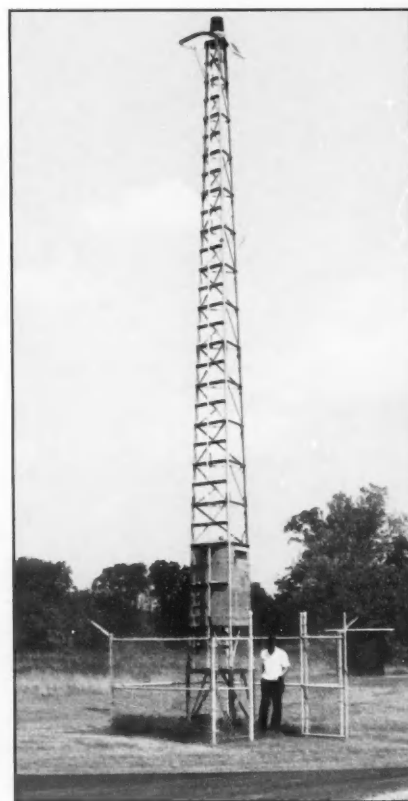
lights. During his absences, Dan worked on them, but only on minor discrepancies.

According to Dan, his father didn't want anyone but himself working on his lights. When Harley retired, the family tradition continued when Dan became the next lamplighter on Lake Texoma and remained so until Sept. 30, 1991.

Over the years, the Creamers saw many technological changes in the aids to navigation systems — from 6-volt systems with rebuildable flashers through our modern-day solar equipment.

As of Oct 1, 1991, the USCGC Muskingum, homeported in Salisaw, Okla., assumed primary responsibility for these lights.

We have lost another tradition now that the lamplighter title is no longer held. But you know how ATON people are though, Dan Creamer will be "checking up" on those lights every time he has his boat out. You can count on that, just like the Coast Guard has counted on the Creamers for more than 40 years.



In years past, it was more practical for the Coast Guard to hire a "lamplighter" to service the eight 40-foot navigational aids on Lake Texoma.

New Billet Helps Chart Career Course

by DCC John Stanley

Greetings to everyone in the Second District. I'd like to take this opportunity to introduce myself and speak to everyone about my job, the Second District's Career Information Specialist (CIS).

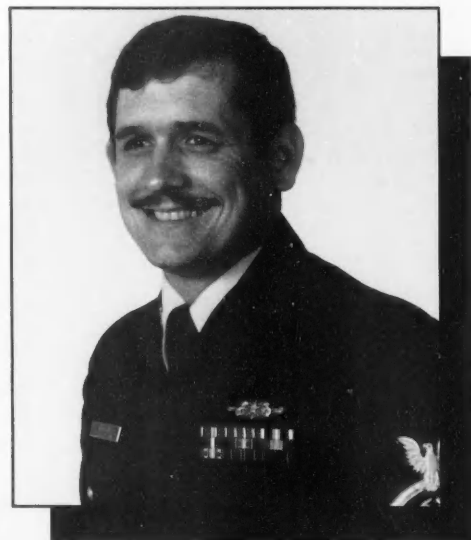
This renewed program will provide guidance and information on available career resources and benefits. One of the goals of the CIS is to ensure that each member is kept aware of current career-oriented programs within the Coast Guard, as well as programs available from multiple sources, both military and civilian.

There is still some organizational development going on at the headquarters level, but the wrinkles are

being ironed out. For the time being I will be sending information down to the Group's and unit's Career Information Counselors via the CIS Inform-A-Gram as quickly as it's available.

In the future, there will be an article of greater depth that will address more of the issues. Look for it in the next issue of River Currents. I will be attending a CIS conference in Petaluma, Calif., and should have some updated information to pass upon my return.

COMMANDANT INSTRUCTION 1040.4A outlines the basic ideas behind the Career Information Specialist program. If you have questions, please call me, Chief Petty Officer John Stanley at FTS 539-3019 or at (314) 539-3091.



Non-Traditional Education Benefits Offered to Service Members Home and Abroad

by Evelyn Harris

Armed Forces Information Service

Service members can get a college degree without ever setting foot in a classroom.

Helping them to do that is the Defense Activity for Non-Traditional Education Support (DANTES), a program for members who can't take advantage of the usual extension education programs offered by most installations. The person may be stationed in remote locations, do shift work or get transferred and find that a college near their new assignment has different requirements.

To meet the educational needs of service members, DANTES offers access to a variety of tests and self-study programs that are non-traditional in the sense that they don't rely on the classroom setting. Members can earn college credits for self-study and knowledge gained on the job by passing subject standardized tests or others, such as College Level Examination Program tests, said the activity's director, Barry L. Cobb.

In 1989, more than 300,000 service members earned 596,000 hours of college credits through these programs.

Most DANTES-sponsored tests are free to service members.

"Credits gained through DANTES are from civilian sources — accredited colleges or based on recommendations from an appropriate, recognized civilian agency. They are generally accepted by colleges and universities as fully valid credits for degree completion. The colleges award credits, not DANTES," said Cobb.

Also, the Military Evaluation Program offers service members the chance to get academic credits for their military experiences. The American Council on Education evaluates military occupations and service schools and recommends college credits be awarded accordingly. Colleges and universities belonging to the Service Members' Opportunities Colleges awarded some 390,000 credit

hours through this program in 1989. The guide to the Evaluation of Educational Experiences in the Armed Services outlines how to get credit through this program. The guide has recently been updated, and the latest edition should be available at most education centers.

Another program, the Independent Study Support System, offers more than 6,000 correspondence courses from accredited colleges and universities. Also, tests from some 30 civilian agencies for professional and technical fields are available to military people.

"For example, DANTES and Mind Extension Universities, which is a group of 19 colleges and universities, now have an agreement to offer service members the chance to take courses delivered through cable or satellite television. Students can tape the programs on their VCR's and watch them when convenient. Students formally enroll in the courses and communicate with their professors by toll-free telephone, mail or voice mail. Students then take course examinations in the base educational office test center. Then the college or university in which the student is enrolled awards credits.

"Our programs are cost effective. Post-secondary credit obtained through non-classroom programs cost the service an average of \$5 to \$6 per credit hour. Traditional classroom education costs the service around 10 times that amount through tuition assistance funds. Furthermore, non-traditional education can save the service members money in traveling and books," he said.

Non-traditional opportunities are not limited to the college level. One of DANTES' oldest programs helps older service members obtain their high school equivalencies for their home state.

For more details on these beneficial educational opportunities, visit your unit's education officer.

Second Coast Guard District Sponsors 19th Annual Industry Day

by PA3 Rob Raskiewicz



Senior Chief Boatswains Mate Edward Bird explains how the light fixture replaces its own damaged bulbs on a lighted navigational aid to one of the hundreds who attended this year's Industry Day. (photo by PA3 Rob Raskiewicz)

The Second District held its annual Industry Day at the Adam's Mark Hotel in St. Louis on March 2.

Industry Day provides an opportunity for the open exchange of information on issues of mutual concern to the inland marine community and the Coast Guard.

The event consisted of a general session that dealt with the Oil Pollution Act of 1990, Second District Operations, the Global Positioning Navigational System, Administrative Process for Promulgation of Regulations and the Americans with Disabilities

Act to name but a few of the topics discussed.

Also addressed were updates on Benzene Regulations, Users Fees and Drug and Alcohol Testing.

The Coast Guard also presented public service awards to several local civilians for acts of heroism and supporting the missions of the Coast Guard.

"Not only is there the obvious benefits of exchanging river-related information, but it also provides a good opportunity to put a face on the voice behind the phone," said CDR Jonathan Glantz, the coordinator of this year's Industry Day.

♪ On The Road Again ♪ ♪ NESU St. Louis Handles District-Wide Problems

by PA3 Rob Raskiewicz

Unless you're the officer-in-charge, the executive petty officer or part of the engineering staff of a cutter, you probably have never heard of them. If you spend most of your time supporting the units from behind a desk you might not know of them. If you're relatively new to the Coast Guard, you probably don't have a clue as to who they are. If you're married to one of them, most likely you rarely see them. And even if you've heard of Naval Engineering Support Unit, St. Louis (NESU), chances are you don't know what or how much they really do.

Fifteen people, five officers and 10 senior enlisted engineering-specialists (the "meat and potatoes" or MAT team) make up MLC's NESU's staff. These fifteen tackle a workload that a unit twice that size would cringe at — conducting preventive maintenance services (PMS) on all of the Second District cutters.

"Twice a year we visit each cutter in the district and perform semi-annual and annual electrical PMS, LCDR Kevin Jarvis said.

"We do this because the Second District cutters don't have any electricians on board



EMI Jeff Yeater demonstrates some of the equipment they service during their bi-annual visits to the cutters. (photo by PA3 Frank A. Dunn)

and a very small engineering complement. The usual PMS the cutters can generally handle themselves, but if they ask us to help, we will if we have time," said Jarvis, Commanding Officer of NESU, St. Louis.

During an inspection, generally four people from the MAT team drive to wherever the cutter is, and work for about a week. During the inspections, the NESU:

- conducts thermographic analysis of all the electrical components on the cutters.

"Thermographic imaging interprets heat differentials in the components and converts them into a picture that can identify and see problems before they occur," said Jarvis.

- conducts vibration analysis on all the internal combustion engines.

"We've found bad bearings, bad fuel pumps and bad valves as a result of this. Those are casualties that would have occurred if they weren't discovered during one of our PMS trips," said Jarvis.

- conducts performance analysis report on the main engine and propulsion shaft.

- conducts meter and gauge calibration.

"We also do any casualty response that exceeds the cutter's capability," said Jarvis.

In their inventory of parts, they have everything that could break and keep a cutter off the river.

"It's important that we keep the spare parts ready — it gives the cutters a quick turn around on repairs and gets them back on the river," he said.

According to Jarvis, it's a continuous cycle. About the time they finish the last cutter on the list, it's time to start again from the beginning, he said.

The actual PMS work is only part of the picture.

"Back before we were commissioned, we were called a Ship Repair Detachment and we didn't have a lot of the administrative functions that are required," Jarvis said. "That extra paperwork we have now is just another bundle of straw that the NESU carries on their backs."

"My guys are on the road 70 percent of the time. When you look at all the duties of the NESU, then look and see that I only have fifteen guys, you say 'how the hell does it happen.' It's a continuous evolution, about the time you finish the last cutter on the list, it's just about time to start at the top again."



MK2 Richard Bourassa assembles an engine at NESU's shop at the U.S. Army Supply Center in Granite City, Ill. (photo by PA3 Rob Raskiewicz)

Scioto Opens The River Channel



Photo taken October, 1988

By Dean Gabbert

When the Cutter Scioto heads upstream with a load of freshly-painted red and green buoys, it's a sure sign that spring will soon be stirring along the Upper Mississippi River.

The Keokuk, Iowa-based tender began work Friday, Feb. 21, the earliest it has been on the river in the last five years. Its mission was to prepare Lake Copper for the 1992 navigation season, which meant resetting, replacing and retrieving buoys on a 52-mile stretch of water from Lock 19 at Keokuk to Lock 18 at Gladstone, Ill.

Because of winter repair work at three locks on the Upper Mississippi River, the Scioto had Lake Copper all to herself. But that will change March 1, when Locks 18, 24 and 25 again open their gates to towboat and barge traffic.

For the Scioto's skipper, Senior Chief Boatswain Mate Keith Raymond, and 15 crewmen, the opening day run was a mixed bag. Friday's weather was excellent with a notable absence of ice and wind. But a mechanical problem forced a layup for repairs at Fort Madison and the boat did not reach Burlington until Tuesday, Feb. 25. Then it headed back down river after working its way to Lock 18.

The 65-foot Scioto and her 90-foot barge are responsible for 865 buoys and 129 lights and daymarks that define the river channel between Keokuk and Dubuque, Iowa. Later this summer, they will fill in for a sister tender, the Wyaconda, based at Dubuque. Then they will have the momentous task of maintaining navigation aids on 475 miles of river between Keokuk and St. Paul, Minn.

Twenty-two years in the U.S. Coast Guard has taught Raymond never to take rivers for granted.

"The Mississippi can be full of surprises and you try to be ready," said Raymond.

He and his crew still talk about last year's opening run when they departed for Dubuque on March 4. The weather couldn't have been better, but a blizzard struck them at Princeton above Davenport, forcing them to return to base.

In their storage pens aboard the Scioto, the familiar red and green buoys look indestructible. Each is 10 feet long and weighs almost 500 pounds. A 45-foot length of chain is used to moor it to a 1,500-pound concrete sinker.

The buoys, however, lead a perilous existence; they may be run over by towboats or swept off station by ice and logs. During a single

season, 35-50 percent of them may be destroyed or damaged.

Placement of the buoys is determined mainly by the river stage, and that can vary greatly during the course of a season. The trick is to provide boats with at least nine feet of water and a 300-foot channel while warning them away from shoal water, dikes and other hazards, said Raymond.

Work began on the Scioto's buoy deck as soon as the vessel cleared Lock 19. The first nun buoy above the guidewall had survived the winter, but the next two were missing.

"We need to set a couple of reds here," Raymond called over the pilothouse PA system.

Quickly a new buoy was lowered into place on the work barge and a sinker was lifted onto a nearby dump board extending over the edge of the deck. The moorings were attached and when "Set it!" sounded from the Scioto's bridge, both buoy and sinker hit the water in a single splash.

Near Waggoner's Point, the Scioto encountered another familiar harbinger of spring—hundreds of migration canvasbacks floating in tight formation. Gracefully, the ducks lifted off the water and resumed their northward flight.

Above the Nauvoo Elevator, Raymond sized up a traditional trouble-spot, a 3.7-mile stretch of wind-swept river where the channel crosses from Illinois to the Iowa side. It takes 22 buoys to delineate the crossing from Nauvoo Upper Light to the Sinclair Dock Light below Fort Madison. And it's a rare year when a large share of them aren't missing or off station.

Slowly, the Scioto worked its way along the nun buoy line which marks the side of the channel on an upstream course. Then it switched over to the other side and dressed up the can buoy line. In the pilothouse, Raymond keeps a close eye on a fathometer which plots the depth of the river on a moving sheet of graph paper. He also relies upon his own memory and a dog-eared set of river charts to determine where each buoy belongs.

When a buoy is only a short distance off station, one man grabs it with a boat hook and another runs a line through the bail and locks it in a deck device called a chain-stopper. Then it is dragged back into position and released. Stray buoys, if still usable, are lifted out and stored, along with sinkers and mooring chains. Others are marked with an "S" which relegates them to the scrap pile.

The Scioto is one of seven tenders assigned to Group Upper Mississippi River. Together these boats maintain navigation aids on 2,300 miles of the Upper Mississippi, Missouri and Illinois Rivers.

People Helping People Through Total Quality Management

by LT Gary Massey

This article is written to enlighten and update everyone on the process of Total Quality Management [using for example the Second District's Housing Quality Action Team (QAT)]. I would like to also provide a little insight on the QAT process, as well as share some problems we've encountered and successes we've experienced.

From the beginning, basically, a QAT is a working group of individuals selected (chartered) to look at a specific process with an eye toward improving it. The "process" could be defined as a specific function, system, procedure or way to do business. A QAT typically looks at one process at a time. The QAT's members may be officers, enlisted or civilian. Usually one of the QAT's members will be familiar with the process who can provide some insight. This person is said to have "process ownership". Also, since this person probably has some actual authority over the process, recommended changes by the QAT can be implemented more easily.

This past August, I was assigned as team leader for a 9-person QAT to study housing problems within the Second District. Quite simply, we were suppose to look at the district's housing program and fix it! First of all, since "housing" includes many processes, our first job was to determine what to look at first. Using TQM methodology and decision-making techniques, we decided upon the F.A.D.E. process (Focus, Analyze, Develop and Execute). Each stage of the F.A.D.E. process is critical to the overall success of the QAT. It's also important to follow each step in order — don't assume you have the answer before you start.

In the Focus stage, we had to narrowly define all the various processes under the housing umbrella, and then prioritize them. In doing so we looked at various things, i.e., what impact the process is having on the costumers now, how many people are being affected by the process now, which processes can be corrected easily and quickly and which process will take more time and

effort. Also, what ability does the QAT have to make changes and recommendations. After that monumental task, the processes were prioritized and the QAT began working on the number one priority. In our case, it was the district's sponsor program.

The next stage, Analyze, is also laborious. Before you can fix something, you need to know what's broke and how badly. To do this you need to gather data. It sounds easy enough, but it isn't. Data is useless unless it tells you something, so you have to determine what you really need to know. One of the ways our QAT gathered data was the questionnaire. To get the information we wanted, we sent questionnaire to several different groups of people: COs/OINCs, sponsors, members, spouses and local housing authorities. We developed, produced reproduced and distributed the surveys ourselves. It was time consuming but we felt it was necessary.

Once all the needed data was gathered, we had to assimilate the data and determine baseline problems and patterns. This step told us how the system was working at the time.

Our next step was to determine what influential factors caused or contributed to the problems in the system and where we should look to fix them.

For the past few weeks we've been working through the Develop and Execute stages of F.A.D.E. In these stages we try to develop promising solutions and recommendations then develop and execute a plan.

* * *

During this whole process, we have experienced some of the growing pains inherent with any new endeavor of this magnitude. The idea of working, thinking, deciding and acting as a group is quite an amazing phenomenon. The end efforts, good or bad, will be the combination of all our efforts.

Although I was officially designated as a group leader, that title is somewhat misleading. I acted as a facilitator to keep us going in the right direction, but the end product will be ours, not mine. Individually, we might have handled things differently, but as

a group, we were forced to communicate, compromise, hear each other's ideas, respect them and make our decisions by consensus and hopefully end up with a good quality end product.

Each step has been a challenge. Since we're all new at this, we've spun our wheels a few times, possible wasted some time and bumped some heads but we've made it this far. I don't know what is around the corner for our QAT, but I'm confident that we'll make it. I hope our efforts will produce something beneficial for all district personnel.

I would like to share some personal observations I've made since our QAT began last August. I think TQM is a wonderful concept and I firmly believe it will succeed in the Coast Guard. It will take support from all levels though. This point can't be stressed enough. The only way to create change in any organization is to get understanding and support from others.

I know many people are skeptical of TQM and are convinced that it won't work, while others are highly encouraged and have high expectations — sometimes maybe too high. In order to optimize TQM implementation, these two perspectives need to be drawn closer together.

Concerning skeptics, give TQM a chance. For example, our QAT sent over 300 questionnaires, completion was mandatory. Roughly 50% of the questionnaires were returned. This skepticism and lack of commitment is frustrating, but it will not stop TQM, only slow it down needlessly.

I have also heard negative comments concerning the direction a particular TQM took. It's easy for armchair quarterbacks to say "why in the world did you decide that"!!?!? The best answer for that is "you had to be there". Everyone has ideas in which we believe are the right way to tackle a particular job or solve a problem. TQM doesn't work that way, QATs work, decide and act like a group. Feedback is important and encouraged and everyone has a right to their own opinion, but keep it constructive and professional.

On the other side of the coin, there are those who are excited about TQM and embrace its philosophies. Thank You! Just one tiny word of caution though, keep your expectation realistic. Its important to have high goals because it will increase the chances for success, but as the old saying goes, don't bite off more than you can chew.

From some comments I've heard about the housing QAT, I think many people are

expecting us to solve every housing problem that ever existed. We must take small "bites" (one process) of a big problem, analyze it and then try and fix it. You then move on to the next priority, then the next, . . . That is the only way to tackle a big problem, one step at a time. There are no quick fixes.

I'm sure when we're finished, another QAT will pick up where we left off. They too will have to tackle problems one process

at a time.

I've enjoyed serving on the housing QAT and hope to continue to be involved in TQM in the future. You too will have your turn. Remember, be cooperative with others who are involved, expect to succeed and you will and most importantly, give TQM a fair chance.

Outstanding Second District Personnel Person Of The Quarter Awarded



CDR Harvey Langholtz, Commanding Officer of the Coast Guard Institute and LCDR William Baker, Executive Officer, present YN2 David Chamberlain with a U. S. Savings Bond and certificate for the Institute's Square Knot Award.

Square Knot Sailor Saves Life

story and photo by Sue Riley

Knowing Cardiopulmonary Resuscitation (CPR) does pay! Yeoman Second Class David Chamberlain of the Coast Guard Institute can attest to that.

In January of last year, Chamberlain saved the life of an elderly woman at a local bowling alley in Oklahoma City, Okla.

Chamberlain noticed that the woman was having trouble breathing and was complaining of dizziness. He went over to help and learned that the lady had a heart condition. Chamberlain, realizing the seriousness of the situation, requested an ambulance, gave the woman her heart medication and began administering CPR. Even after the paramedics arrived, he continued to assist until the medical crew could transport the woman.

According to the cardiologist that treated Mrs. Patrick, the immediate CPR administered by Chamberlain prevented her from having brain or heart damage.

Last July, Chamberlain received the Coast Guard Achievement Medal from the Commandant of the Coast Guard for his actions.

Chamberlain also received the praise of his peers when he was awarded the Square Knot Sailor Award last year (the Institute's equivalent to the sailor of the quarter).

QM2 Robert Montague, a member of the Second District (oan) team was presented with the Staff Person of the Quarter Award this past Febuary.

Montague received the nomination for the performance of his regular duties as the Aids to Navigation Information System Specialist and for enthusiastically taking on additional duties.

"He's always looking for a better way to get the job done and has planned and implemented several time-and-labor-saving ideas," said Lt. Douglas Premoe, Chief of Waterways Management Section, (oan).

When a Marine Information Specialist was needed, Montague accepted the extra duties and trained the new specialist when she arrived.

Montague assisted in the administration of a new computerized message delivery system and most recently completed a revision of the Second District Aids to Navigation Manual.

Montague volunteered his personal time to serve as the manager for the district's color guard which, under his leadership, performed with distinction at many prominent public ceremonies and celebrations.

"He is patriotic, a good leader and he takes the color guard very seriously," said YN3 Brian McClure, former color guard member. Montague was presented the award by RADM Saunders, Second District Commander.



QM1 Robert Montague accepts the Second District Office's Person of the Quarter Award from RADM Norman T. Saunders. (photo by PA3 Frank A. Dunn)



Coast Guard Reserve Unit Wheeling was awarded the Morris Award for 1991 this past January. The Morris Award is presented annually by the Navy League to the Coast Guard Reserve Unit that has the best readiness score. CDR John Richmond, Commander, Reserve Unit Wheeling said this award was the result of dedication and determination of station personnel.

From the left: David Carter, Navy League; RADM Norman Saunders, Commander Second District; CDR John Richmond; A. Brast Thomas, Navy League and CAPT Charles Marcus, Commander Reserve Group Ohio Valley.

U.S. Department
of Transportation
U.S. Coast Guard (dpa)
1222 Spruce St.
St. Louis, MO. 63103-28323

UNIVERSITY MICROFILMS, INTERNATIONAL
300 N. ZEEB ROAD
ANN ARBOR, MI 48106

ATTN: TERRI HUGAN

